



Best Practices for Strategic Planning: Lessons Learned from Managing Organizations with Multiple Business Units and Customer Bases

VCAT Panel Discussion

Tom Saponas

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1. Selecting and Prioritizing

- Market Opportunity + Technological breakthrough = success
- In the absence of both work on one and search for the other.
- Requires continue market trend and technological scanning looking for opportunities



1. Selecting and Prioritizing (cont.)

- Major market trends cannot be ignored even if skills and resources do not align
- Change is opportunity
- We always know how to improve on past work and it is the most comfortable place to be



2a. Skills no longer match strategic direction

- Your best people are more capable of change than either you or they believe.
- Must be a safety net and sufficient time
- It takes effort to educate, but everyone needs to understand the trends that are driving change
- NIST is the frog in the kettle on the stove